



U.S. Fleet Forces Command and U.S. Pacific Fleet



Signature Behaviors of the 21st Century Sailor

***Navy Core Values, Navy Ethos,
and Core Attributes in Action***



March 2017

Signature Behaviors
Navy Core Values/Navy Ethos/Core Attributes

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Shipmates,

We are proud of the great work you continue to do to operate forward around the globe. You remain dedicated to our primary mission of warfighting and you do so with professionalism, ingenuity, and integrity. We are operating in a dynamic period in our great Nation where your ability to adapt in a challenging and ever-changing world is paramount. And WE can say, without hesitation, that our Navy is the greatest Navy, ready to tackle today's mission.

The Chief of Naval Operations recently released "A Design for Maintaining Maritime Superiority" where he introduced four core attributes: INTEGRITY, ACCOUNTABILITY, INITIATIVE, and TOUGHNESS stating: "One clear implication of the current environment is the need for the Navy to prepare for decentralized operations, guided by commander's intent. The ability to achieve this end is reliant on the trust and confidence that is based on a clear understanding, among peers and between commanders and subordinates, of the risk that can be tolerated. This trust and confidence is enhanced by our actions, which must reflect our core values of Honor, Courage, and Commitment. Four core attributes of our professional identity will help to serve as guiding criteria for our decisions and actions. If we abide by these attributes, our values should be clearly evident in our actions."

In an effort to stay on course and make our Core Values, Ethos, and Core Attributes more relatable and actionable, we have defined 10 Signature Behaviors to help guide and make the Force better, in both our everyday missions and when navigating stormier seas. Since our inception as a Navy, it is our people that have been - and shall remain - our foundation.

By living these 10 Signature Behaviors, we can, as a Navy, eliminate problems that erode this foundation such as sexual assault, hazing, domestic violence, substance abuse, and actions that have adverse consequences to international relations. Navy leadership remains committed to a safe and professional working environment that supports the Force so our people can remain focused on the mission. This commitment enables each of us to be 21st Century Sailors who are resilient, combat-ready and capable of meeting the challenges we face globally.

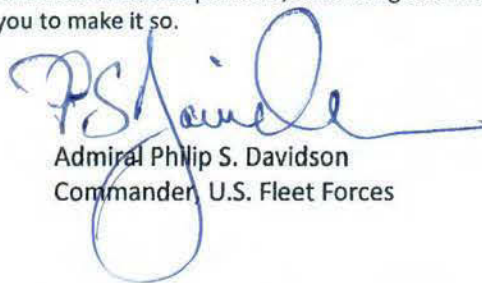
The vast majority of you conduct yourselves with integrity and pride every day, every way, and in any and all tasks assigned. However, each one of us - from seaman apprentice to admiral - must strive for continued improvement in our actions and set a positive example for shipmates to elevate both our workplace and shipboard environment to make it better for all.

This is not a new program. It is an extension of the emphasis on Core Values, Ethos, and Core Attributes that have formed the spirit of the Navy for decades. It is designed to give leaders additional tools for strengthening that spirit, and for communicating to every one of us what is expected of those who serve in America's Navy.

By owning these life-actions and incorporating them into everything that we do - in both our personal and professional lives - we can, and will, remain a vibrant and ready Force. We will continue to foster and sustain cooperative relationships within our Navy and with an expanding set of allies and international partners, enhancing unit and institutional cohesion and global security. We are counting on you to make it so.



Admiral Scott H. Swift
Commander, U.S. Pacific Fleet



Admiral Philip S. Davidson
Commander, U.S. Fleet Forces

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Naval Warriors,

The role of our enlisted force has been and continues to be to maintain, operate, and/or support naval warfighting systems and platforms. We firmly believe that a command cannot successfully complete any mission without superb Sailors like you. Your integrity, initiative, and toughness are key to ensuring your command's capability to conduct prompt and sustained naval combat if and when required. However, fleet and Navy readiness requires more than training, qualifications, and performing the tasks demanded by our profession. It is also about the health, welfare, and safety of every Sailor on and off duty.

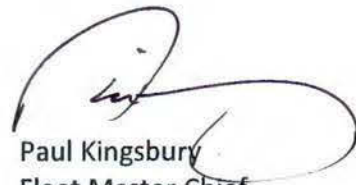
In recruit training, we learned about the 11 General Orders of a Sentry--the principles which guide us when we stand guard. We commit them to memory, and eventually, they became a part of our core standards. These General Orders form the foundation of what we do as Sailors. We use a similar process in our assimilation of the Navy's Core Values - Honor, Courage, and Commitment but applying them to our on and off duty behaviors can be a bit more difficult. How do we know which day-to-day behaviors represent honor, courage, or commitment?

This booklet is a reference that provides you examples of behaviors that Core Values intend to achieve. We call these the Signature Behaviors--10 behaviors that exemplify the Core Values in action. We challenge all Sailors to use this resource to help guide their daily actions. We further challenge all Sailors to be role models for others to help them perfect their actions, to reflect our values when we interact with our fellow shipmates, and to hold each other accountable when we are at risk of falling short.

We're proud to have the privilege to lead the very dedicated group of Sailors who serve daily with honor and are ready to respond when called. You have already demonstrated your bravery and courage by serving as war fighters in the United States Navy...now be the best on and off duty!



Susan Whitman
Fleet Master Chief
U.S. Pacific Fleet



Paul Kingsbury
Fleet Master Chief
U.S. Fleet Forces

Signature Behaviors Navy Core Values/Navy Ethos/Core Attributes

Our Vision is to be:

The best and most capable Naval force in the world and in the history of the world.

Which is achieved through our perpetual mission to:

Maintain, train, and equip the most effective combat-ready Naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas.

We demonstrate what we stand for through:

- Navy Core Values of Honor, Courage, Commitment
- Navy Ethos of Integrity, Discipline, Teamwork
- Core Attributes: Integrity, Accountability, Initiative, Toughness

We live our values through our *signature behaviors*:

1. Treat every person with **respect**
2. Take **responsibility** for my actions
3. Hold others **accountable** for their actions
4. **Intervene** when necessary
5. Be a **leader** and encourage **leadership** in others
6. **Grow personally** and **professionally** every day
7. Embrace the **diversity** of ideas, experiences, and backgrounds of individuals
8. Uphold the highest degree of **integrity** in professional and personal life
9. Exercise **discipline** in conduct and performance
10. Contribute to **team** success through actions and attitudes

Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

SIGNATURE BEHAVIORS

Signature Behaviors were developed in conjunction with the **Secretary of the Navy's 21st Century Sailor** initiative as a means to emphasize the positive and honorable behavior that our Sailors exhibit on a daily basis. Signature Behaviors are designed to assist Sailors to live out the **Navy's Core Values, Navy Ethos, and Core Attributes in a practical manner**. This document serves as a single source guide to enable Sailors to fully incorporate the tenets of Navy Core Values, Navy Ethos, and the newly developed Signature Behaviors and serve as the key to **ensuring the Navy has a professional work environment** that supports Sailors and empowers every Sailor to make a respected contribution.

"Over the past decade, you in the Navy and Marine Corps Team have proven you can withstand sustained, high-operation tempo. The new Defense Strategy will put increased responsibilities on the Navy and the Marine Corps in the years to come. You the Sailors and Marines are the Department's most essential asset, and it is the duty of this Department's leadership to do all we can to provide every individual Sailor and every individual Marine with the resources to maintain that resiliency."

The Honorable Ray Mabus
Secretary of the Navy

The Secretary's **vision for 21st Century Sailor is a set of objectives, policies, and programs designed to maximize Sailor personal readiness**, to maintain the resiliency of the force, and to hone the most combat effective force in the history of the Department of Navy (DoN). The majority of the programs and policies under 21st Century Sailor are not new, but rather are now being grouped together in order to prepare our Sailors and families with the tools to face all challenges. The objectives, programs, and policies included in 21st Century Sailor fall under five categories: readiness, safety, physical fitness, inclusion, and continuum of service. The programs or objectives include: alcohol campaign, zero tolerance for drug use, suicide reduction, family and personal preparedness, financial and family stability, zero tolerance for sexual assault, motor vehicle safety, motorcycle safety, personal fitness, nutrition, smoke-free Navy, force that reflects the nation it defends, access, wounded warrior re-integration, and a career-ready military.

Signature Behaviors look beyond the programs and policies to bring us back to the very foundation of our heritage, our Sailors. Signature Behaviors establish acceptable behaviors and bring to the deckplates what we expect of our Sailors as well as what our Sailors should expect from their leaders and the organization which is the United States Navy. Signature Behaviors in Action merely demonstrate examples of what our Sailors do every day to live up to these standards.

Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

Navy Core Values:

Honor - *I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.*

I will:

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.
- Conduct myself in the highest ethical manner in relationships with seniors, peers, and subordinates.
- Be honest and truthful in my dealings within and outside the Department of the Navy.
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.
- Encourage new ideas and deliver bad news forthrightly.
- Fulfill my legal and ethical responsibilities in my public and personal life.

Courage - *Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.*

I will:

- Have the courage to meet the demands of my profession and the mission entrusted to me.
- Make decisions and act in the best interest of the DoN and the nation, without regard to personal consequences.
- Overcome all challenges while adhering to the highest standards of personal conduct and decency.
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful, and efficient way.

Commitment - *The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people and ourselves.*

I will:

- Foster respect up and down the chain of command.
- Care for the professional, personal, and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion, or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character, professional excellence, quality, and competence in all that I do.

Navy Ethos:

- We are the United States Navy, our nation's sea power – ready guardians of peace, victorious in war.
- We are professional Sailors and civilians - a diverse and agile force exemplifying the highest standards of service to our nation, at home and abroad, at sea and ashore.
- Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.
- We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our shipmates and families.
- We are patriots, forged by the Navy's Core Values of Honor, Courage, and Commitment. In times of war and peace, our actions reflect our proud heritage and tradition.
- We defend our nation and prevail in the face of adversity with strength, determination, and dignity.
- We are the United States Navy.

Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

Core Attributes: (Re: A Design for Maintaining Maritime Superiority, January 2016)

One clear implication of the current environment is the need for the Navy to prepare for decentralized operations, guided by commander's intent. The ability to achieve this end is reliant on the trust and confidence that is based on a clear understanding, among peers and between commanders and subordinates, of the risk that can be tolerated. This trust and confidence is enhanced by our actions, which must reflect our core values of Honor, Courage, and Commitment. Four core attributes of our professional identity will help to serve as guiding criteria for our decisions and actions. If we abide by these attributes, our values should be clearly evident in our actions.

INTEGRITY – *Our behaviors as individuals and as an organization align with our values as a profession. We actively strengthen each other's resolve to act consistently with our values. As individuals, as teams, and as a Navy, our conduct must always be upright and honorable both in public and when nobody's looking.*

ACCOUNTABILITY – *We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we're trying to solve and the proposed outcomes. In execution, we honestly assess our progress and adjust as required – we are our own toughest critic.*

INITIATIVE – *On their own, everybody strives to be the best they can be – we give 100% when on the job. Our leaders take ownership and act to the limit of their authorities. We foster a questioning attitude and look at new ideas with an open mind. Our most junior teammate may have the best idea; we must be open to capturing that idea.*

TOUGHNESS – *We can take a hit and keep going, tapping all sources of strength and resilience: rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families. We don't give up the ship.*

Signature Behaviors
Navy Core Values/Navy Ethos/Core Attributes

Signature Behaviors Crosswalk

| Navy Core Values & Ethos | | --- | Signature Behaviors | --- | Core Attributes |
|--------------------------|--|-----|---|-----|---|
| HONOR | | | <i>Treat every person with <u>respect</u></i> | | <div>INTEGRITY</div> <div>ACCOUNTABILITY</div> <div>INITIATIVE</div> <div>TOUGHNESS</div> |
| | | | <i>Take <u>responsibility</u> for my actions</i> | | |
| COURAGE | | | <i>Hold others <u>accountable</u> for their actions</i> | | |
| | | | <i><u>Intervene</u> when necessary</i> | | |
| COMMITMENT | | | <i>Be a <u>leader</u> and encourage <u>leadership</u> in others</i> | | |
| | | | <i><u>Grow</u> both <u>personally</u> and <u>professionally</u> every day</i> | | |
| | | | <i>Embrace the <u>diversity</u> of ideas, experiences, and backgrounds of all individuals</i> | | |
| ETHOS: INTEGRITY | | | <i>Uphold the highest degree of <u>integrity</u> in professional and personal life</i> | | |
| ETHOS: DISCIPLINE | | | <i>Exercise <u>discipline</u> in conduct and performance</i> | | |
| ETHOS: TEAMWORK | | | <i>Contribute to <u>team</u> success through actions and attitudes</i> | | |



Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

NAVY CORE VALUES

HONOR

Treat every person with respect

Core Attributes - our behaviors as individuals and as an organization align with our values as a profession (Integrity).

We will:

- Conduct ourselves in the highest ethical manner in all relationships with peers, superiors, and subordinates.
- Be honest and truthful in our dealings with each other, and with those outside the Navy.
- Be willing to make honest recommendations and accept those of junior personnel.
- Respect others as a fundamental tenet of our character.

Signature Behaviors in Action:

- *"I will engage others with honesty and integrity and will proactively intervene or take action when witnessing those not doing so."*
- *"I will listen to people and solicit, welcome, and respect their contributions."*
- *"I will make honest recommendations and respect those of junior personnel."*



Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

NAVY CORE VALUES

HONOR

Take responsibility for my actions

Core Attributes - we achieve and maintain high standards (Integrity, Initiative, Toughness).

We will:

- Abide by an uncompromising code of integrity.
- Take responsibility for our actions and keeping our word.
- Fulfill or exceed our legal and ethical responsibilities in our public and personal lives 24 hours a day.
- Be accountable for our professional and personal behavior.
- Be mindful it is privilege to serve our fellow Americans.

Signature Behaviors in Action:

- *"I will not tolerate illegal or improper behavior or the appearance of such behavior and I will proactively counter and report this behavior when I witness or learn of it."*
- *"I will do the right thing whether in uniform or not, whether I am on the job or not."*
- *"I will wear my uniform with pride and represent the Navy in my community and at ceremonies with professionalism and respect."*



Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

NAVY CORE VALUES

COURAGE

Hold others accountable for their actions

Core Attributes – we are a mission-focused force (Accountability, Toughness).

We will:

- Make decisions in the best interest of the Navy and the nation, without regard to personal consequences.
- Meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult.
- Reduce the likelihood and acceptance of inappropriate behaviors.
- Hold ourselves to the highest of personal and professional standards of thought and behavior.
- Be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way.

Signature Behaviors in Action

- *"I will hold Shipmates accountable for infractions even if these Shipmates are my buddies."*
- *"I will not use sexist/racist comments or jokes and will correct others when they use them."*
- *"I will 'take a stand' and intervene when Shipmates are acting or treating others inappropriately."*



Signature Behaviors Navy Core Values/Navy Ethos/Core Attributes

NAVY CORE VALUES

COURAGE

Intervene when necessary

Core Attributes - trust and confidence is enhanced by our actions (Accountability).

We will:

- Correct inappropriate actions of peers, even if unpopular.
- Alert others when dangerous situations arise.
- Ensure small infractions are corrected so they don't accumulate into complacency or lead to larger problems.
- Muster the moral and mental strength to do what is right, even in the face of personal or professional adversity.
- Respond to situations in a hostile environment in a measured manner.

Signature Behaviors in Action:

- *"I will confront and correct discriminatory behavior when it occurs."*
- *"I will stop hazing and bullying and any other inappropriate behavior if I see it."*
- *"I will intervene to protect my Shipmates from situations that may lead to sexual assault."*



Signature Behaviors Navy Core Values/Navy Ethos/Core Attributes

NAVY CORE VALUES

COMMITMENT

Be a leader and encourage leadership in others

Core Attributes - our leaders will take ownership and act to the limit of their authorities (Accountability, Initiative).

We will:

- Exhibit the highest degree of moral character, technical excellence, quality, and competence in what we have been trained to do.
- Demand respect up and down the chain of command.
- Care for the safety, professional, personal, and spiritual well-being of our people.
- Challenge, question, and be open to change.
- Communicate well and regularly.

Signature Behaviors in Action:

- *"As a leader, I will demonstrate that having a moral compass to navigate through tough decisions -- even when it isn't the popular thing to do -- it is always the right thing to do. I will be courageous in conflict."*
- *"As a leader, I will admit my mistakes. In this way, I will show those whom I lead the value of personal integrity and responsibility."*
- *"I will exert peer leadership when necessary to ensure my shipmates successfully navigate through tough decisions, even when it isn't the popular thing to do."*



Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

NAVY CORE VALUES

COMMITMENT

Grow both personally and professionally every day

Core Attributes - on their own, everybody strives to be the best they can be – we give 100% when on the job (Initiative).

We will:

- Make decisions that reflect the Navy's Core Values of Honor, Courage, and Commitment and contribute to a constructive outcome for us, others, and the Navy.
- Be committed to positive change and constant improvement.
- Create an environment that nurtures professional growth and confidence.
- Live day-to-day with a sense of duty that all Sailors should work together as a team to improve the quality of our work, our people, and ourselves.
- Choose excellence in all professional and personal commitments.

Signature Behaviors in Action:

- *"I will personally mentor a peer/subordinate who has fallen short of their professional and/or personal goals."*
- *"I will challenge others to meet or exceed my performance on the physical readiness test."*
- *"I will seek advancement opportunities and increased responsibilities whenever they are available."*
- *"I will continue to seek education and training opportunities whenever they are available."*
- *"I will represent my Navy with pride in my appearance, character, and manner."*
- *"I will work hard, do my best, and put 100% effort into each task and goal."*



Signature Behaviors Navy Core Values/Navy Ethos/Core Attributes

NAVY CORE VALUES

COMMITMENT

Embrace the diversity of ideas, experiences, and backgrounds of all individuals

Core Attributes - our most junior teammate may have the best idea; we must be open to capturing that idea (Initiative).

We will:

- Value diversity and practice inclusion.
- Demonstrate fairness in rewards and promotions.
- Assist others in understanding equal opportunity in the Navy.

Signature Behaviors in Action:

- *"I will encourage cross-cultural understanding and learning."*
- *"I will not allow Shipmates to be treated unfairly because of race, religion, gender, sexual orientation, or gender identity."*
- *"I will support DoD policy to treat all Service members with professionalism, dignity, and respect."*
- *"I will support cultural and gender diversity, diverse backgrounds, and viewpoints to enhance our readiness and mission effectiveness."*



Signature Behaviors Navy Core Values/Navy Ethos/Core Attributes

NAVY ETHOS

INTEGRITY

Uphold the highest degree of integrity in professional and personal life

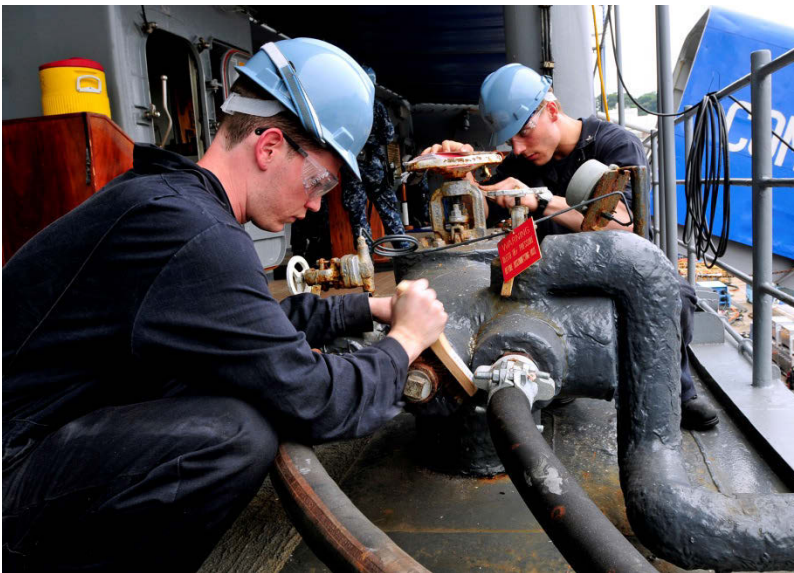
Core Attributes – we actively strengthen each other’s resolve to act consistently with our values (Integrity, Accountability).

We will:

- Reject illegal and unethical behavior and the appearance of such behaviors.
- Uphold responsibility and accountability for actions.
- Speak up for what is right.
- Live Navy Core Values, Ethos, and Core Attributes.

Signature Behaviors in Action:

- *“I will lead by example, striving for personal and professional excellence in all situations in a manner that brings credit upon me, my Shipmates, my command, and my Navy.”*
- *“I will remain loyal to my Navy, and when I see illegal, unethical, or destructive behavior taking place, I will not tolerate it.”*



Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

NAVY ETHOS

DISCIPLINE

Exercise discipline in conduct and performance

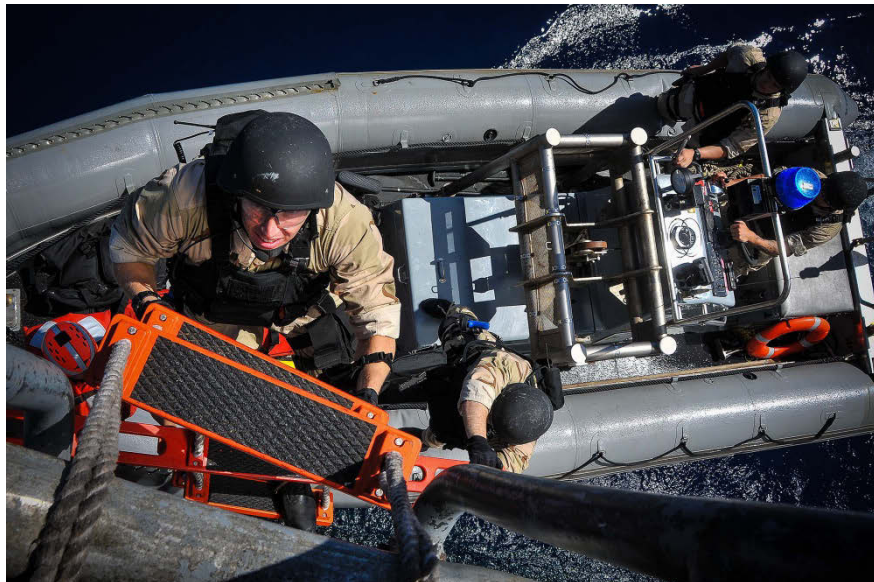
Core Attributes - we foster a questioning attitude and look at new ideas with an open mind (Initiative, Toughness).

We will:

- Dedicate ourselves to personal and professional growth.
- Maintain self-control and sound judgment in thoughts, speech, and actions.
- Maintain a balance of mental, physical, and spiritual readiness.

Signature Behaviors in Action:

- *"I will strive for a high level of professional and operational knowledge, physical and mental fitness, and spiritual strength."*
- *"I will strive for improvement and excellence in all that I undertake."*
- *"I will exercise self-control in my thoughts, speech, and actions."*



Signature Behaviors

Navy Core Values/Navy Ethos/Core Attributes

NAVY ETHOS

TEAMWORK

Contribute to team success through actions and attitudes

Core Attributes - as individuals, as teams, and as a Navy, our conduct must always be upright and honorable both in public and when nobody's looking (Integrity).

We will:

- Dedicate ourselves to Shipmates and the Navy, above ourselves.
- Appreciate diversity and value the contributions of all.
- Create an inclusive environment.
- Be dependable and reliable to those who are counting on us.
- Invest personal efforts into team outcomes.

Signature Behaviors in Action:

- *"I will uphold the success of my team, my unit, and the Navy above my personal ambitions."*
- *"I will build a culture of inclusion, considering and valuing the unique and diverse contributions of all team members."*
- *"I will be ready for every team event, whether daily work or special evolutions, physically, mentally, and professionally prepared."*
- *"If I need physical, mental, or spiritual assistance to successfully support my team, I will seek help."*



The Sailor's Creed

I am a United States Sailor. I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.

I proudly serve my country's Navy combat team with Honor, Courage, and Commitment.

I am committed to excellence and the fair treatment of all.



